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NATIONAL SECURITY AGENCY
Washington 25, D. C.

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NSA REGULATION
NUMBER 20-5

10 May 1955

EFFECTIVE UNTIL 1 MAY 1956 UNLESS SOONER
RESCINDED OR SUPERSEDED

NSA PLANNING PROGRAM

SECTION

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SECTION I - SUPERSESSON

This Regulation supersedes NSA Regulation number 20-5, dated 9 April 1954.

SECTION II - PURPOSE, BASIS AND SCOPE OF PLANNING

1. Purpose. The purpose of the NSA planning program is to establish orderly systematic methods of procedure for anticipating and providing the future courses of action to be undertaken by the Agency. The common purpose of all plans is to let each element of the Agency know what is expected of it in order that the efforts of all may be coordinated toward the accomplishment of the Agency's mission. The specific purpose of each plan is to provide the guidance essential to its implementation.

2. Basis.

a. The basis for NSA planning stems from its assigned mission, and from the functions required to carry out this mission.

b. For purposes of uniformity NSA has established its system and schedule of planning to conform to that of the Joint Chiefs of Staff (JCS). The JCS system provides for the preparation of joint strategic planning documents covering three separate but related time periods--short-range, mid-range, and long-range. The guidance contained in the JCS documents is used in turn by NSA and the

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military services in the preparation of their planning and programming documents. The basic joint strategic planning documents prepared by the JCS and the related time periods covered by each document are as follows:

- (1) The Joint Long Range Strategic Estimate (JLRSE) - long-range
- (2) The Joint Strategic Objectives Plan (JSOP) - mid-range
- (3) The Joint Strategic Capabilities Plan (JSCP) - Short range.

3. Scope. The NSA system and schedule of planning, like that of the JCS, involves planning in three related, but separate, phases (See Appendix A). These three phases with their terms of reference and theme of development are:

a. Short-range: Short-range planning provides measures capable of immediate implementation. It translates the guidance received from the JCS, Secretary of Defense and established policy into courses of action to be undertaken by the Agency in event of certain emergencies, or a general war which occurs with little or no warning. Since it deals essentially with the utilization of current resources it is described as "capabilities" or "emergency" planning.

b. Mid-range: Mid-range planning develops the guidance received from the JCS, from the Secretary of Defense, and from current established policy. It provides guidance for NSA primary program development for the fiscal year immediately preceding a four-year general war assumed to begin three years in the future. This planning establishes objectives in terms of personnel, equipment, facilities, and resources to be sought for a specific fiscal year and the mobilization requirements needed for a general war.

c. Long-range: Long-range planning produces the broad estimates of future requirements pertinent to the ultimate successful accomplishment of the Agency's mission. It postulates, in broad terms, consistent courses of action to be undertaken by the Agency in its long-range development. It particularly furnishes guidance for mid-range planning.

SECTION III - PLANNING RESPONSIBILITIES WITHIN NSA

The responsibility for planning within NSA culminates in the Director. He delegates over-all supervision of planning activities to the Chief, Plans and Policy Division, who is assisted as required by

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the Chiefs of the other staff divisions and operating elements of the Agency. The assignment of planning responsibilities to the chiefs of staff and operating elements of NSA is included in the NSA Organization Manual.

SECTION IV - NSA PLANNING DOCUMENTS

1. Long-Range. The document which the NSA long-range planning system produces is the NSA Long-Range Estimate (NSALRE).

a. Purpose. The NSALRE establishes, in general terms, estimated future (5-10 years hence) requirements of the Agency in order to furnish the following:

- (1) Guidance for the orderly long-range development of the Agency.
- (2) Guidance for determination of specific mid-range objectives.
- (3) Direction for current and future research and development activities conducted by, or under cognizance of the Director, NSA.

b. Timing. As shown in Section VI preparation of the NSALRE is initiated on 1 August and coincides with the same period of time as the JLRSE, i.e., the five-year period beginning 1 July approximately five years subsequent to its dissemination. For example the 1956 NSALRE will cover a five-year period beginning 1 July 1961 to 1 July 1966. It is published and disseminated as soon as possible after the scheduled date of dissemination of the JLRSE (30 September annually) but in any event not later than 1 February following. The NSALRE will be revised annually in order to take cognizance of new developments.

2. Mid-Range. The document which NSA mid-range planning produces is the NSA Mid-Range Plan (NSAMRP).

a. Purpose. The NSAMRP translates the strategic mid-range guidance furnished by the JSOP and other sources into courses of action and specific objectives of this Agency considered attainable by the mid-range period. In developing the plan due consideration is taken of current capabilities and long-range strategic objectives. In addition the NSAMRP provides the following:

- (1) Guidance for the pre-D-day development of personnel, facilities, and materiel required to support the strategic concepts for peacetime and military operations short of general war.

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- (2) Guidance for the development of the mobilization requirements of the Agency to support an assumed general war of four years duration commencing on the D-day indicated in the plan, to include:
 - (a) Requirements for the first or emergency phase of the war.
 - (b) Requirements for the second or completion phase of the war.
 - (c) Basis for post-war operations.

b. Timing. The plan covers the same period of time as the JSOP; it covers a target fiscal year beginning two years in the future and projects itself to cover a four-year general war commencing on 1 July immediately following the target fiscal year. For example the 1955 NSAMRP has a target fiscal year of FY-58 (i.e., beginning 1 July 1957) and assumes a four year general war commencing 1 July 1958. As shown in Section VI annual preparation of the NSAMRP is initiated on 1 May. The plan is published and disseminated no later than 1 November in order that work on the NSA primary programs can be initiated without delay.

c. Relationship of the NSAMRP to the NSA Primary Program. As shown in Appendix B, the objectives established by the NSAMRP for a target fiscal year provide the basis for the development of the NSA primary programs and the NSA budget for this target year. The NSAMRP establishes the objectives or goals; the primary programs set forth the procedures or scheme of progressive actions to be undertaken during the target fiscal year in order to achieve these goals. Immediately upon approval of the NSAMRP (and no later than 1 November of each year) preparation is initiated on the NSA primary programs. For the subsequent relationship of program development and budgeting, see NSA Regulation 113-1.

3. Short-Range. Short-range or "capabilities" planning conducted by the Agency produces two types of documents: the NSA Capabilities Plan (NSACP) and the NSA Disaster Plan (NSADIS).

a. NSA Capabilities Plan (NSACP).

- (1) This plan establishes the specific tasks and courses of action to be undertaken by this Agency in support of the strategic short-range concepts furnished in the JSCP. The plan sets forth detailed concepts based on current capabilities of how the Agency will provide cryptologic support to authorized departments and

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agencies of the U. S. for a four-year general war undertaken with little or no warning. The plan includes the following:

- (a) The employment of NSA and Service cryptologic forces and resources during the emergency phase of a general war assumed to start on D-day.
 - (b) The phased development and expansion of NSA and Service cryptologic forces and resources for a period of 48 months after D-day in order to provide the most effective support to the war effort.
- (2) Timing. The plan assumes the same D-day as the JSCP (i.e., 1 July of the fiscal year for which the plan is prepared). The plan is prepared annually. As shown in Section VI preparation is initiated immediately upon receipt of the JSCP and is published and distributed no later than 1 July of each year. The plan is valid for the one fiscal year for which it is directed, and covers a four-year general war starting on the D-day indicated in the plan or at any time during the effective period of the plan.

b. NSA Disaster Plan (NSADIS). This plan prescribes the preparatory tasks to be performed by the Agency and subsequent objectives to be attained in order to provide for (1) continuous control of the U.S. cryptologic effort, and (2) reconstitution of essential Agency operations as soon as possible after the occurrence of a disaster. This type of planning is based on pertinent Department of Defense directives relative to the continuity of operations under conditions of disaster and covers a period of Disaster (D-day) plus ninety days. The plan will be under continual review by the Chief, Plans and Policy Division, and revisions will be published as required.

SECTION V - CONTINGENCY PLANNING

This planning is designed to provide for those situations or contingencies wherein guidance furnished in existing plans is inadequate, or needs more detailed development. Normally this guidance will be furnished by change or revision of the pertinent existing plan or plans. However, limited military operations and special or emergency situations may occur which require more detailed and extensive planning than that found in existing planning documents. Planning for these contingencies is accomplished by the preparation, as required, of separate planning documents or by supplements to existing plans. An example of contingency planning is the NSA Emergency Plan published in February 1955

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to provide for certain emergency actions in that area.

SECTION VI - PLANNING SCHEDULE

1. Schedule. The following schedule of NSA planning established cycles for the long, mid, and short-range planning activities of the Agency. Deadlines for the submission of portions of the various planning documents are established in order that each plan can be published on schedule. It is essential to successful accomplishment of these planning tasks that maximum working-level cooperation among planning elements in the Agency be maintained and that these deadlines be observed:

	<u>NSACP</u>	<u>NSAMRP</u>	<u>NSALRE</u>	<u>NSADIS</u>
JCS Guidance and Date Distributed	JSCP 31 Dec	JSOP 30 Jun	JLRSE 30 Sep	DOD Directives
Initiation of Annual Preparation, Basic Plan P/P	1 Jan	1 May	1 Aug	As Required
Deadline, Basic Plan* P/P	1 Feb	1 Jul	1 Oct*	As Required
Deadline, Annexes	PROD 15 Mar COMSEC 15 Mar R/D 1 May All Others 1 May	1 Aug 1 Aug 1 Aug 1 Sep	1 Nov 1 Nov 1 Dec 1 Dec	90 Days after Publication of the Basic Plan
Submit to Director	1 Jun	1 Oct	1 Jan	As Required
Revision	Annual	Annual	Annual	As Required

*NOTE: Information furnished with each Basic Plan will provide necessary guidance for the format and development of each final plan.

2. Changes or Revisions. Chiefs of Staff and operating elements will maintain a continuous appraisal of all planning documents in order to (1) determine the feasibility of implementation, and (2) insure that appropriate action is taken to effect pertinent alterations in the plan resulting from changes in the situation or conditions on which the plan is based. Recommended changes, deletions, or additions will be submitted promptly to the Chief, Plans and Policy Division. The Chief, Plans and Policy Division will issue changes as appropriate.

SECTION VII - SUPERVISION

Supervision for the implementation of the planning prescribed herein is the responsibility of the Chief, Plans and Policy Division. The Chiefs

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of staff and operating elements are responsible for the preparation of their respective portion of each planning document; this includes appropriate internal and external coordination, including exploitation of available sources of pertinent information, prior to submission of their planning documents to Chief, Plans and Policy Division.

BY COMMAND OF LIEUTENANT GENERAL CANINE:

JOHN B ACKERMAN
Major General, US Air Force
Chief of Staff

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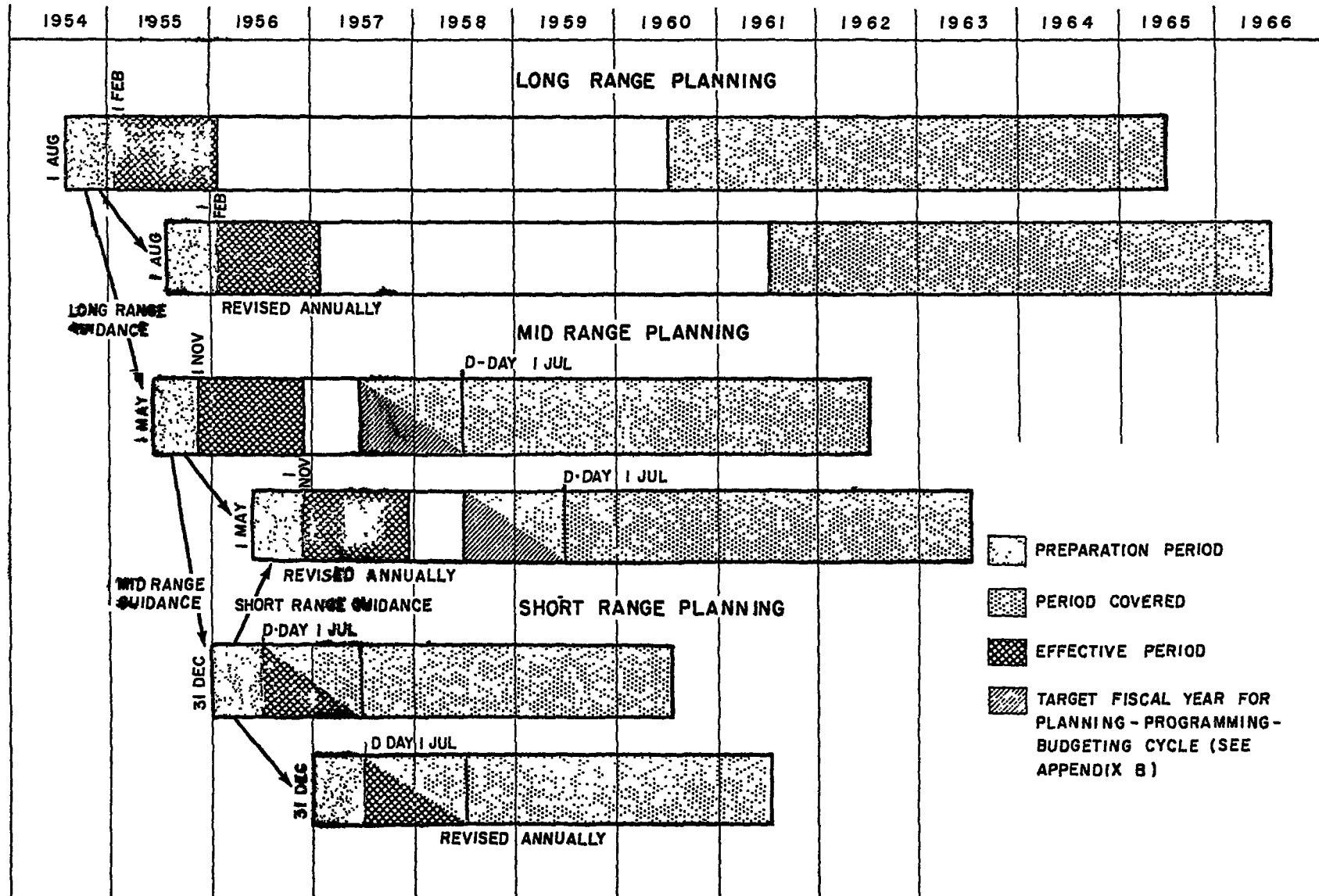
GEO. E. CAMPBELL
Colonel, AGC
Adjutant General

2 incls:
Appendices A and B

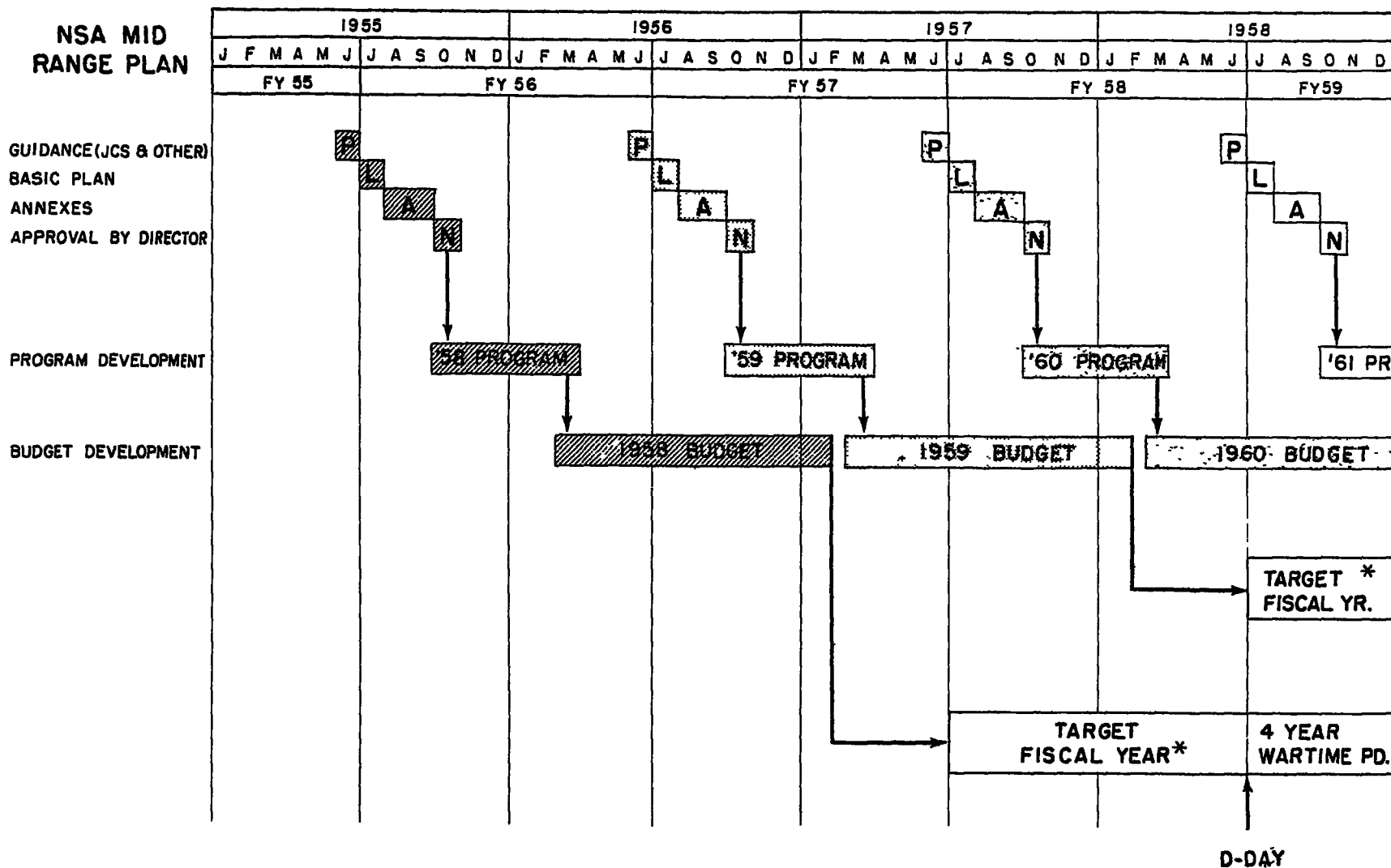
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INTERRELATIONSHIP OF NSA PLANS



INTERRELATIONSHIP BETWEEN MID-RANGE PLANNING, PROGRAMMING AND BUDGET CYCLES



* YEARLY PLANNING, PROGRAMMING AND BUDGETING ALL POINT TO THE TARGET FISCAL YEAR WHEN NSA MID-RANGE OBJECTIVES ARE TO BE ATTAINED.

APPENDIX B TO NSA REGULATION NO. 20-5
dated 10 May 1955